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Gary, Elbert Henry

Principles and policies of the U.S. Steel Corporation

[S.l.]

[1921?]

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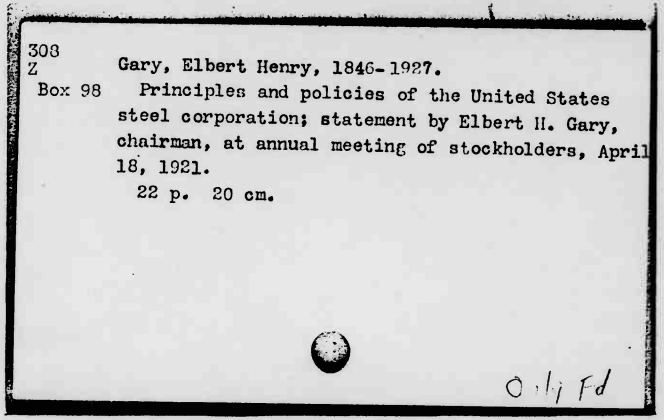
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Gary, Elbert Henry, 1846-1927.
Principles and policies of the United States steel corporation; statement by Elbert H. Gary, chairman, at annual meeting of stockholders, April 18, 1921.
22 p. 20 cm.

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TECHNICAL MICROFORM DATA

FILM SIZE: 35 mm REDUCTION RATIO: 10:1 IMAGE PLACEMENT: IA (IIA) IB IIB

DATE FILMED: 2-28-97 INITIALS: MS

TRACKING # : 2253

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Principles and Policies

of the

United States Steel Corporation

Statement by

ELBERT H. GARY, *Chairman*

At Annual Meeting of Stockholders
April 18, 1921

STATEMENT OF ELBERT H. GARY, CHAIRMAN, CONCERNING PRINCIPLES AND POLICIES OF THE UNITED STATES STEEL CORPORATION

TWENTY YEARS AGO the first day of the present month, the United States Steel Corporation, as a completed organization, established offices and opened books of account and other records. The regular reports, which have been made and published annually and quarterly by the officers from the beginning, have in great detail informed the stockholders and the general public of the growth and volume of business, the extensions and physical condition of properties, and the financial resources and balances of the Corporation.

But it is deemed appropriate at this time that the management, as such, make special report to the stockholders concerning certain principles and policies which have dominated their course.

In the management are intended to be included the officers of the Corporation, and the Finance Committee, whose regular meetings have been held weekly, and the Board of Directors, whose regular meetings have been held monthly. The officers have been in immediate charge of affairs, subject to the approval of the Finance Committee, and the decisions and actions of the Committee have been submitted

for final approval, rejection or modification, to the Board of Directors. Therefore, the adopted principles and policies of the Corporation have been approved by the Board. It is believed that in no large industrial organization has there ever been more patient, careful, intelligent, fairminded consideration given to principles, policies and general activities than by the Finance Committee of the Steel Corporation from the beginning to the present time. Besides, during his life, the late J. Pierpont Morgan, the Financial Giant who made the creation of the Corporation possible, individually gave his cordial, whole-souled and untiring efforts in advising and aiding the Corporation and its managers.

You have sometimes heard or read that some certain individual has been, or a few have been, absolutely dominant in the control or management of our affairs. The statement is wholly opposed to fact or reason. Our plans and policies have always been carefully considered and harmoniously approved by our Finance Committee and the Board of Directors, although naturally there were, in the earlier years, some differences of opinion.

The United States Steel Corporation has been characterized as "A Corporation with a Soul." Whether or not the statement is literally true might depend upon your definition, or mine, of the word "soul." We might not agree. I volunteer one that you may be willing to accept, at least for the purposes of these remarks: A soul is a controlling influence, possessed by individuals, corporations or states, which recognizes as of equal importance the rights, interests and welfare of themselves with all others. It involves the practice of the rule promulgated by Confucius five hundred years before Christ.

Under this definition the United States Steel Corporation has striven to secure from all who are interested in its con-

duct the belief that it is possessed of a soul; to say it has often failed is to assert only that its managers are human. But when and in what respect it has failed in performance can be accurately and fairly determined only by those who are familiar with all the facts and motives applicable.

The management of a corporation fundamentally stands in a position of balance between three general groups or factors:

First, the security holders who own the properties and business and appoint as their servants the Board of Directors.

Second, the general public, in which are included investors, employes, employers, consumers or customers, competitors, and all others who may be interested in, or affected by, the action or attitude of the managers, except perhaps (for the purposes of this discussion) the managers themselves.

Third, the masses of the working forces whose services are absolutely essential to successful enterprise.

THE SECURITY HOLDERS

These must be recognized as rightfully in control. Their capital permits the existence, the activities and the success of the corporation. They properly may and ultimately will dictate the personnel, the governing rules, the policies, sales and purchases, extensions and improvements, rates of compensation to employes, including special compensation or bonus appropriations for merit, terms and conditions of employment, and all other matters pertaining to the properties and business and management of the corporation. After the honest fulfillment of all obligations to others, they are entitled, not only to a fair and reasonable return on their investments, but to all the net proceeds of the business; otherwise they could not be expected to leave their capital in the

enterprise in question. It would not long continue active, or even in existence, if a majority of the stockholders remained dissatisfied. They are the initiative, the sustenance and the life of the corporation. In a discussion of corporate questions, the rights of stockholders are sometimes overlooked or ignored by the public speaker or writer, especially if by reason of inexperience or otherwise he is incompetent, prejudiced or unjust.

All these considerations the managers of our Corporation constantly have borne in mind and their importance has not been minimized nor neglected. In this connection, however, it should be remembered by the stockholders that, though it might sometimes appear to some that the Board has been unduly liberal in expenditures to the prejudice of the stockholders, it nevertheless has been the deliberate and conscientious judgment of the managers that what has been done was not only reasonable, but was also calculated to result in the greatest good and largest benefit to all who were concerned.

The managers themselves, generally speaking, are stockholders and many, if not most of them, have been and are quite large holders considering their pecuniary resources; and at present about one third in number of the stockholders are employes.

THE GENERAL PUBLIC

It will cheerfully be admitted that the interests of the general public, so-called, are first to be considered. When they clash with private interests, the latter must be subordinated. On this principle our Government is founded. It is essential to the protection and happiness of all the people. If an individual suffers wrongfully, it is the duty of the public, by lawful provisions, to furnish appropriate relief or remedy.

The obligations between the public and the individual are reciprocal. But for the protection of all and each the public must and does have the power to determine and enforce the rules for individual or collective action.

Nevertheless while the public, through its legally constituted agencies, has power which might seem to be extraordinary, if not extravagant, it has a corresponding responsibility which involves expenditures in proportion. Any wrongful injury to individual property or business or person involves loss which must ultimately be assumed by the general public. Therefore the management of a corporation, for its own good and for the benefit of its stockholders, must have constantly and uppermost in mind the rights and interests of the general public, not only as determined by the law of the land, but as ascertainable from public sentiment when the same is clear, well defined and settled. Even though adverse criticism or expression of opinion, published or spoken, may be undeserved, it should not nor will be ignored by a wise management; it need not be accepted as proper, unless upon careful consideration it is found to have been justified.

UNSKILLED WORKMEN

It is impossible to clearly and accurately classify or designate the employes who together constitute the masses of workmen. They are called "labor," "ordinary labor," "manual laborers," "workmen," or other name or names that may suit the speaker or writer for the occasion or moment. Strictly speaking, many of those who work longest hours, whose efforts are most arduous, and who receive largest compensation are workmen and entitled to be classified as such. No one can certainly and definitely draw a line between a skilled and unskilled workman, or establish an exclusive sphere for either.

For the present I refer to a group, a large majority of whom perform manual labor, so-called, who for the time being may not be possessed of special qualifications acquired by experience and learning to fill higher positions, and usually are placed on the payrolls as receiving the lowest rates of compensation.

Up to the highest point of propriety and practicability the employers should always provide for the workmen safe and healthful working and living conditions, and wage rates commensurate with the work done and the results achieved. This cardinal doctrine is right and will, as a rule, be of advantage to employers. From the beginning the management of this Corporation, in considering employment questions, has been governed by these fundamental ideas. If you should read or hear anything to the contrary you would be justified in treating the same as unreliable and based on misinformation, lack of knowledge, or as willful misrepresentation.

In this connection it may be observed that individual shareholders have occasionally questioned what was termed by them undue liberality towards the workmen; but we believe it has been because of a lack of full information or understanding concerning the situation.

It is true wage rates have been advanced many times, especially during the war period, and that they are large compared with pre-war rates, and also that very large sums have been expended for welfare purposes, as shown by the annual reports and bulletins on the subject, issued from time to time, and otherwise.

But when one is familiar with all the facts applicable, including the pecuniary results of loyal, efficient service, particularly during and since the war and also the amounts saved by the prevention of accidents and ill health, one is

convinced that no considerable expenditures concerning labor have been thoughtlessly or unwisely made.

Adverse, even harsh, criticisms have sometimes been made with reference to the treatment of employes; but in this connection it is noticeable that these criticisms have generally originated with, or been supported by, ill-advised or vicious-minded outsiders and not by the workmen themselves. We do not ignore criticism. If it is justified, we seek for and apply a proper remedy.

During the twenty years of our existence there has not been material hostility shown or serious complaint made to the management by our workmen themselves, either individually or in committees or groups formed by them (as permitted by our practice), which has not been cheerfully considered by the management and promptly disposed of to the mutual satisfaction of both parties.

Obviously it is for the pecuniary interests of both employer and employe to avoid controversy and to maintain peaceful and satisfactory relations. No outsider could or would be as solicitous for the welfare of the employe as the employer, nor for the employer as the employe. Success for both depends upon friendly relations; failure for both results from hostility. Both realize this and, in the present age, act accordingly, unless unduly influenced by outsiders who, from personal and unworthy motives or from a desire to attract public attention or from misguided zeal or lack of experience and information, are misled into a position which is harmful and unjustified.

As a result of these conditions, misrepresentations are made; some with good intentions, but more frequently from improper motives.

The management of the Steel Corporation has steadfastly striven to cultivate a feeling of amity with the workmen and has been very successful.

And we insist with emphasis that the employes of the Corporation, on the average, have received as high, if not the highest, compensation, and as generous, if not the most generous, treatment accorded by any basic industry at any period in this or any other country.

At the same time we claim that the rates which have been paid have not been higher, or the treatment given any more liberal, than the workmen have deserved or than was wise and proper from the standpoint of the shareholders' interest.

LABOR UNIONS

Connected with the consideration of the treatment of labor is the question of "Labor Unions."

As stated and repeated publicly, we do not combat, though we do not contract or deal with, labor unions as such. Personally, I believe they may have been justified in the long past, for I think the workmen were not always treated justly; that because of their lack of experience or otherwise they were unable to protect themselves; and therefore needed the assistance of outsiders in order to secure their rights.

But whatever may have been the conditions of employment in the long past, and whatever may have been the results of unionism, concerning which there is at least much uncertainty, there is at present, in the opinion of the large majority of both employers and employes, no necessity for labor unions; and that no benefit or advantage through them will accrue to anyone except the union labor leaders.

In discussing the question of labor unions it should be always borne in mind what is commonly unknown or overlooked or, at least, minimized, that—

In the United States not more than ten to fifteen percent of labor is, or was at its highest point during the war, actually included in the membership of the unions. Also that the

workmen do not voluntarily join the unions, do not seek the opportunity, do not search for leaders to form and maintain organizations; and on the contrary, that self-appointed leaders, who expect to receive pecuniary profit, have been and are constantly and persistently soliciting the workmen to become members. These leaders create and maintain the organizations at the expense of those who are actually workmen and join through intimidation, over-persuasion, false promises, misrepresentation or because of the use of other vicious or unworthy methods.

Recent published statements aver that there has been established an enormous fund to carry on the work of the labor union leaders, and that it is proposed to enter upon a vigorous and costly campaign for enlarging labor unions. What work shall be done, what amounts shall be collected or expended, what salaries shall be paid to leaders, will supposedly be determined by the union leaders. I have never heard of books being kept or accounts rendered to the rank and file. It is the common belief that the workmen, as a rule, know nothing and have little to say in management of the affairs of the unions.

Therefore, it is plain that the public speaker or writer who assumes that the union labor leaders represent "Labor" as a class is mistaken—first, because a comparatively small percentage of labor is connected with the unions, and, secondly, because a relatively small number of the members of the unions actually participate in any action taken. Of course, under some circumstances, as the result of coercion, threats, insults or wild promises, members of the unions, not previously consulted, may and do temporarily join a movement precipitated by the leaders and thus for a time nominally increase the membership.

If a workman desires to join a labor union he is, of course,

at liberty to do so, and in that case he should not be discriminated against by an "open shop" so long as he respects the rights of his employer and his co-employes and in every way conforms to the laws of the land. The "open shop," as heretofore publicly defined is what we believe in and stand for.

But still, our opinion is that the existence and conduct of labor unions, in this country at least, are inimical to the best interests of the employes, the employers and the general public. It has been claimed that a large number of the leaders, including the most influential, are foreign born.

Union leaders perhaps may, for it is common, dispute some of the claims we make, but if so any one can, for himself or herself, inquire of both employers and employes, and will I believe ascertain that conditions applying to union labor are even much worse than now described.

If a workman desires to engage work and remain in an establishment which is operating under contracts with union labor, that is through the leaders, he must first join the union and pay whatever dues are demanded. Sometimes they are rather high. If he should be employed without being previously questioned he would soon be approached by a "walking delegate" and ordered to join the union or quit work. If he refused and the employer declined to discharge him he would, in usual cases, be assaulted publicly, or more probably under cover of darkness; and perhaps the members of his family would be insulted or threatened, or both. If still the employer refused to interfere, he also would be subject to similar treatment, perhaps including damage to person or property. Finally, a strike would likely be called by the leaders regardless of the demand for the products in question or the necessities for wages on the part of the workmen. Should the employer fill the shops with other men then, to the extent

the lack of police protection existed, force would be resorted to by the unions. These conditions might not apply in all cases, but they are at least common.

The fact is that usually union labor leaders persuade, if possible, but if they fail in this they resort to force. That there are exceptional men of different attitude may be admitted. I do not deal in personalities. It is for you and all others interested to ascertain, if not already advised, what is the rule, and what are the facts in individual cases. Look, listen and read if you are not already informed concerning these matters.

If the workman referred to accedes to the demand to join the union then what happens? He pays the dues required and the assessments made from time to time by the leaders. He works where and when the employer decides, *provided only*, the union consents. He must live up to the rules, instructions and conditions of the leader. The hours must not exceed the number consented to by the leader and the output of the workman must not exceed the limit fixed by him. In transportation the distance traveled is also limited. However skillful the workman may be or become he cannot be promoted to a better job or position except for seniority in time of employment. That is the general rule. He may labor for months or years in a low wage or salary position, though entitled by skill to earn a much larger amount. He cannot advance on merit. He is an instrument, a tool, of the union. If, for some trivial cause, or even an immoral one, such as the discharge of a law-breaking fellow employe, a strike is called, this particular workman must quit even though his family is in need of the compensation he would receive if working.

The workman, if he belongs to a labor union, becomes the industrial slave of the union. He has no power of initiative or opportunity to apply his natural mental and physical

capacity. If our own shops should become thoroughly unionized and all others likewise should recognize the unions, and the steel industry should become entirely organized, as the leaders have openly attempted, then the management would be in the hands of the unions. Some of you have, no doubt, personally seen or read of the results of complete organization by the unions in certain lines.

The natural and certain effects of labor unionism are expressed by three words: Inefficiency, high costs. And be it remembered that in the end the general public, which is more interested in the selling prices of all products, must pay for extortionate, unnecessary and unreasonable costs of production. It is primarily, fundamentally and finally interested in the existence and conduct of labor unions.

I am not discussing what is the fair proportion or division of the proceeds of business, between capital, labor and consumer. I am referring to the subject of waste, of unreasonable, unconscionable, unjustified conditions and terms which restrict and hamper natural, orderly, legitimate and sensible management and progress.

The end sought by labor union leaders that, at least to which their efforts tend, means disaster and destruction.

It is noticeable that oftentimes they seek to control politics, and openly, as a body, advocate the election or defeat of even the President of the United States. They oppose or favor legislation of divers kinds. They would regulate police departments. They would, if possible, fill all official positions and control the existence, repeal or change of laws. Worse than everything else, they would dominate the Supreme Court of the United States, our citadel of defense to person and property—to civilization itself. Many of them criticize and defy the final decisions of the courts. Very little has been written or spoken concerning this attitude, although it strikes at the very foundation of our great Republic.

I would not intentionally do an injustice to any union labor leader, nor to a labor union. But I firmly believe complete unionization of the industry of this country, as attempted, would be the beginning of industrial decay.

I have been informed of many facts concerning the intentions and efforts of union labor leaders in seeking, and, in some cases, securing, control of vital departments of industry, where possession of a small unit would mean obstruction to many other larger ones; of various devices to prevent the usual course of trade movements without apparently trying to interfere with the larger and better known agencies. Some of you know of these things. You have seen them even in small repairs or restorations in your own business places or homes. Many believe the labor union leaders, or some of them, would control even the public press by unionizing the typographical departments and thus bringing about censorship of publications. Such as these would, if possible, control the speech of clergymen or public teachers. They would undoubtedly expend money to employ individuals to obtain and publish misinformation that might improperly influence the public, including teachers of high standing and repute. It has been alleged that just at present there is a secret, persistent movement, more dangerous, possibly more effective, to secure control of various agencies of information in the direction of extending unionism.

If any individual is without information in regard to any of these matters, he or she should ascertain the facts so that no mistake will be made nor injustice done. Inquire as to the result of labor unions abroad.

It seems to me that the natural, if not the necessary, result of the contemplated progress of labor unions, if success-

ful, would be to secure the control of shops, then of the general management of business, then of capital, and finally of government.

POSSIBLE SOLUTION

Possibly there is a solution of or antidote to the labor union problem.

I do not believe in socialism; in Governmental management or operation; but I do advocate publicity, regulation and reasonable control through Government agencies. Members of commissions or departments should be non-partisan, non-sectarian, based on qualification and moral character. Their decisions should be subject to review by the highest courts.

Laws—clear, well defined, practicable and easy of comprehension—covering these matters, might be passed, and if so they should apply to all economic organizations, groups or bodies exceeding certain specified numbers or amounts. Both organized capital and organized labor should be placed under these laws. Each should be entitled to the same protection and be subject to the same restrictions and provisions. Will labor unions consent to this? They have heretofore objected. Here would be a test. Labor union leaders have before now asked and received discriminatory exemptions. This is wrong and it would be just as bad if the situation were reversed. Employers generally desire only the same treatment that is accorded to labor unions. The large majority of workmen also would be satisfied with this standard.

DAYS AND HOURS OF WORK

The Corporation inherited the twelve-hour day and the seven-day week system for necessary continuous operations. They had been and still are in vogue in many lines of indus-

try in various countries. Perhaps they will never be entirely abolished. Possibly the workmen themselves, the employers or the general public will never, as a whole, consent to the entire elimination of either proposition. From an economic viewpoint, there is much to be said in favor of the existence of both, particularly the twelve-hour day. Many departments of industry, from a practicable consideration, require continuous operation. However, you are entitled to know the attitude of the corporate managers concerning these matters.

At the annual stockholders meeting of the Corporation held April 17, 1911, you will remember it was voted (your Chairman, holding a proxy from a large majority of the stockholders, voting in the affirmative):

> RESOLVED, That the Chairman shall forthwith appoint a Committee of not more than five persons from the officers, or stockholders, of this Corporation, to investigate and report to the Finance Committee, as soon as may be, but not later than October 1st, 1911, as to the truth of the statements contained in a certain article appearing in the March number of the American Magazine, under the title "Old Age at Forty," and that such report, together with such comment as said Finance Committee may desire to add thereto, shall thereupon be printed and mailed to the stockholders of this Corporation.

Pursuant to this resolution a committee was appointed consisting of Stuyvesant Fish, Thomas DeWitt Cuyler, Darius Miller, Charles A. Painter and Charles L. Taylor. After diligent examination and inquiry the committee reported that notwithstanding the Finance Committee had previously adopted a resolution in favor of the abandonment of the seven-day week and although the Chairman had subse-

quently emphasized the necessity for its enforcement, this practice was still in vogue and the committee recommended that the spirit of the resolution should be strictly observed. The committee suggested "that conscientious effort should be made by all to reduce to a positive minimum any undue length in work hours that emergencies and unforeseen conditions may sometimes demand." The committee further reported that they were "not unmindful of the fact that the twelve-hour day has, by its general acceptance and practice over a considerable period of years, become firmly entrenched and that any sudden and arbitrary change would involve a revolution in mill operations. Nor are we at all sure that it would be possible for any one employer, or any number of employers, to inaugurate a shorter hour system, unless a similar policy should be adopted by all employers engaged in the same industry."

At the stockholders meeting of April 15th, 1912, the report was submitted and unanimously adopted.

Following this action diligent effort was made to eliminate the seven-day week for the employes, and at the time of the precipitation of the World War our companies had made successful progress, and had practically abandoned the seven-day practice. When war was declared and the demand for steel to supply military necessities increased, representatives of the Government insisted that the mills be operated to full capacity. Consequently they were pushed to the utmost, night and day, seven days per week. Very soon after the armistice was signed our companies again took up for active consideration the matters relating to days and hours of work. Since then there have been many meetings of the presidents of our subsidiary companies and the officials of the Corporation, at which we have spent hour after hour discussing the practicability of entirely eliminating the

seven-day week and twelve-hour day for employes. Special committees appointed from the presidents have compiled much valuable data applicable.

As a result, the seven-day week has been discontinued by each and all of the subsidiary companies, and the workmen are all entitled to at least one day per week for rest. Indeed, they are not permitted to work more than six days per week, notwithstanding many are desirous of doing so.

Although the officials of the Steel Corporation and of the subsidiary companies have devoted much time to the twelve-hour-day question, we have not as yet been able to reach a conclusion. Our principal difficulty arises from the fact that the workmen themselves are unwilling to have the hours of labor decreased for the reason that they desire the larger weekly compensation resulting from the longer hours. We are not ignorant of the fact that there is more or less public sentiment against the twelve-hour day; and if it were practicable we would be glad to lessen the hours throughout our entire organization. We do not, however, endorse the claim sometimes made by public speakers that we should ignore the wishes of our employes in this respect; nor do we feel certain that twelve hours per day in all cases is necessarily injurious or objectionable. The officers of our respective subsidiary companies who are most in favor of permitting work of twelve hours per day where the work is necessarily continuous are those who have heretofore personally been employed twelve hours per day or more, either in the shops or on the farms, and have reached their present higher positions by reason of their demonstrated ability and success.

The officers of the Corporation, the presidents of subsidiary companies and a majority of others in positions of responsibility are in favor of abolishing the twelve-hour day,

and for this reason and because of the public sentiment referred to, it is our endeavor and expectation to decrease the working hours—we hope in the comparatively near future. We have been disappointed by our inability heretofore to accomplish our purpose in this regard.

COLLECTIVE BARGAINING

You have read or heard these words. Whatever may be the general conception of the term, we have given the subject, as we understand it, much consideration.

So far as I am informed, our employes have not requested the adoption of a plan for collective action different from the practice in vogue throughout our companies. Outsiders have occasionally offered suggestions. They have been made by three different groups.

First, by the labor union leaders who mean by the term, and openly seek to bring about, collective bargaining directly through the labor unions or in such a manner as to secure control of the workmen through the unions, and thus force all the workmen into membership. This, in all their efforts, is the one principal thing sought to be achieved. They oppose openly every kind of collective bargaining that is contrary in form or practice to this idea.

Second, persons who are really acting in the interest of the labor unions, are or have been members, or at least, believe in them and advocate their existence. Many of them, I think, are disingenuous, to say the least, and purposely conceal their real wishes and intentions.

Third, a number of public speakers or writers who are able, honest and sincere, believing that workmen, in some cases at least, would be benefited by collective action concerning terms and conditions of employment.

From our inquiry and study we do not believe any plan

for collective bargaining has been put in practice which is better than our own, or has been of real benefit to the employe or employer. On the contrary, it seems to us that experience, up to date, shows that both have been disadvantaged; that there has been less efficiency and higher cost, and that therefore the great consuming public has been injured.

As a matter of fact, according to our information, all the modern collective bargaining plans were adopted under conditions or in times of emergency and on the real, if not disclosed, ground that they were "the lesser of two evils"; that they would perhaps prevent the unionization of the plants in question. Indeed, the labor unions themselves openly objected to and argued against these plans for these reasons. If, or to the extent this objection has been withdrawn or modified, it is obviously because it is believed by the union labor leaders that the collective bargaining plans in force have not been hostile to, but rather an aid to the labor unions.

However, it is proper to say that if a plan, better than ours, is developed and proven to be of real benefit to the employes and, at the same time reasonable, practicable and fair to them, we will not be slow to adopt it.

We do not endorse experimentation, especially concerning workmen, unless it seems practical and reasonable. I venture the individual opinion that any plan which seeks to deprive the investor of the control of his property and business is inimical to the fundamental ideas of our country and to the public welfare. Any step in this direction is to be deplored. Any nation which adopts it will fail to maintain a leading position in industrial proficiency and progress. A man, or group of men, contending for a different attitude, is opposing self-protection and interest.

It is a fair and wise conclusion that anyone claiming the

right to a voice in the management of the property of a corporation should do so through a stockholding interest, and thus share responsibility and liability and profits with all other stockholders.

Nevertheless, we believe that the employe should not only be treated fairly and justly up to the full measure of practicability, but that he should have the chance to consult as to all terms of employment, either as an individual or in groups of workmen in any department. This has been and is our plan and it has proved to be beneficial and satisfactory to both employer and employe.

Thus our employes in groups, or as individuals, at all times, have access to the office of the foreman or to any other superior officer, even to the highest.

We do not look with favor upon the request for an interview concerning our employes by a volunteer outsider, representing only himself or his own selfish interests, and who is known to be actually hostile to both the employer and employe, or to the country.

It is the unqualified, undeviating policy of our Corporation to be polite to everyone. Our instructions to this effect to our whole organization are positive and binding. We are not defiant, combative or inconsiderate.

In closing, I emphasize the fact that the presidents and other officers and managers of our subsidiary companies are able, conscientious, altogether worthy, and in harmony with the policies I have stated. They are entitled to much credit for the great value of our properties and the success of our enterprise.

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